



Sydney Metro Corporate Plan

2022-2024





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Cover: Metro North West Line.

Left: Tunnel boring machine Kathleen's front shield and cutterhead are transported back across Sydney Harbour to Barangaroo.

1. Foreword

The Chairman

On behalf of the Sydney Metro Board, I am pleased to present the 2022-2024 Corporate Plan for the organisation. This Plan not only articulates the Board's strategic direction for Sydney Metro, it also provides a refreshed look at our key activities and areas of focus for the coming three years.

Financial year 2021 marks the end of the inaugural Sydney Metro Corporate Plan. As we reflect on our achievements over the past two years, we look forward to the future with a renewed commitment to deliver the benefits of Sydney Metro for our customers, communities and the people of NSW.

Sydney Metro is overseeing city-shaping projects that are unlocking the potential of our global city, delivering a level of customer service and safety never before seen in Australia. As Sydney Metro expands its railway, it is increasingly important to keep the customer at the centre of everything we do – not only to deliver a world-class railway but also to ensure we fulfil our place-making function, while also prioritising socially, environmentally and financially responsible business operations.

This Corporate Plan provides an opportunity to reflect on the key areas of focus for Sydney Metro as we deliver three mega-projects; run the Metro North West Line optimally, safely and securely; and transition into operation of the second metro line, Sydney Metro City & Southwest.

The COVID-19 pandemic has profoundly impacted the environment in which we are delivering and operating Sydney Metro. We have adapted along with the world around us, and this Corporate Plan outlines how we will continue to move forward in the changed world in which we live.

What hasn't changed is our commitment to supporting the vision of the NSW Government as outlined in the 'Future Transport 2056' strategy and 'The Greater Sydney Region Plan – A Metropolis of Three Cities'.

And now, more than ever, we are confident that Sydney Metro is heading in the right direction to achieve our vision 'To transform Sydney with a world-class metro'.



John Arthur
Chairman, Sydney Metro Board

Chief Executive

It is my immense privilege to be leading Sydney Metro and I am proud of the progress made and the milestones achieved since our inaugural Corporate Plan was developed in 2019. Our new Corporate Plan offers the opportunity to reflect on our strategic direction and sets the context for our initiatives over the next three years.

The forthcoming three years herald a truly exciting time for Sydney Metro. They will see construction continuing at pace for Sydney Metro City & Southwest, Sydney Metro West and Sydney Metro – Western Sydney Airport.

This means we now have three metro projects under construction and 2024 will also see Sydney Metro City & Southwest transitioning into operation – extending metro services from the North West, under Sydney Harbour through the central business district and on to Bankstown.

While we are delivering our significant portfolio of works, our Metro North West Line will continue to fulfil its promise to our customers and community – maintaining high-frequency services, setting world-class customer satisfaction results, and achieving great precinct and place-making outcomes.

In reflecting on Sydney Metro's strategic direction, the health, safety and wellbeing of our people will remain at the forefront of how we build and operate metro services. In achieving our vision, our customers and communities will be at the centre of everything we do, and we will continue to be prudent stewards of the investment entrusted to us by the NSW Government and the public.

With the impacts of the COVID-19 pandemic still being felt in the community and industry, our rail infrastructure delivery will not only be a game-changer for Sydney's future, but will play a significant part in the recovery effort after the pandemic.

As we continue to manage the construction and delivery of a portfolio of projects and programs, we will cohesively uplift our portfolio management approach and our organisational capability and capacity to support such scale. We will continue to build relationships and effectively engage with our partners across government and industry to deliver sustainable city-shaping outcomes and benefits that enhance liveability and productivity for the people of Greater Sydney.

Importantly, we will remain collaborative in our approach and strategically aligned to the outcomes and priorities laid out in the 'Transport for NSW Connecting to the Future: Our 10 Year Blueprint' as we play our role in delivering the vision of the 'Future Transport 2056' strategy.

Looking ahead to the next three years, we will continue to rise to the challenge of delivering and operating a world-class metro and continue to be a catalyst for developing active and vibrant precincts and places that work for local communities.

We are ever-focussed on delivering on our mission to provide connected metro services for Sydney, with more choice to customers, and opportunities for our communities – now, and in the future.



Peter Regan PSM
Chief Executive, Sydney Metro

2. Shaping Sydney's future

Sydney Metro opened on 26 May 2019.

The Metro North West Line, Australia's first fully-automated driverless passenger railway, was delivered on time and \$1 billion under its \$8.3 billion budget. With 13 metro stations and 4000 new commuter car parking spaces, a new generation of metro trains runs every four minutes in the peak in each direction.

From the city's north west, metro rail is being extended under Sydney Harbour, through new underground city stations and beyond to Bankstown in the south west.

In 2024, Sydney will have 31 metro railway stations and a 66-kilometre stand-alone metro railway system. There will be capacity for a metro train every two minutes in each direction under the Sydney city centre.

New metro rail is being extended to Western Sydney. The new Sydney Metro West project will connect the Sydney central business district (CBD) with Greater Parramatta, doubling rail capacity between these centres and linking communities along the way with a new underground railway.

Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy-Bird Walton) Airport, linking it with the rest of Sydney. It is due to open when the airport opens for passenger services.

Metro North West Line Opened 2019

-  13 stations
-  4000 commuter car parks
-  36 kilometres


West project (final alignment to be confirmed)


-  Nine stations
-  25-kilometre metro line connecting Greater Parramatta and the Sydney CBD
-  Western Sydney population, 2036


City & Southwest project Opening 2024

-  18 stations
-  New CBD connections
-  30 kilometres, including under Sydney Harbour

Western Sydney Airport project (final alignment to be confirmed)

-  Six stations servicing Greater Western Sydney
-  Connecting Western Sydney International Airport to the rest of Sydney
-  23 kilometres

 Proposed future metro lines

 Sydney Trains suburban network



3. Sydney Metro highlights

Overseeing a \$50 billion+ program of works

One railway line in operation and three railways under construction



99.53%

of services delivered on the Metro North West Line**



34,031,829

customer journeys since May 2019**



98%
Overall Customer Satisfaction index**



14.6
kilometres of track laid for City & Southwest*



97%
construction and demolition waste recycled on projects**



31
accessible stations by 2024



Over 11
million tonnes of usable spoil from construction re-used**



75%

employee engagement score - People Matters Employee Survey (PMES) 2020



Over **90%** of sustainability targets for Sydney Metro City & Southwest on track to being achieved**



183,684,397
kilowatt-hours

of operational electricity, equivalent to **165,316 tonnes** of carbon dioxide, offset on the Metro North West Line*

*as at June 2021
**as at May 2021

4. Our business

4.1 Our mission

We are here to deliver a connected metro service for Sydney, providing more choice to customers, and opportunities for our communities – now, and in the future.

4.2 Our vision

To transform Sydney with a world-class metro.

4.3 Our values

We rely on our values as our compass, to guide us in navigating the challenges and opportunities of the near future and how we will work together.

4.4 Our plan

This Corporate Plan articulates the Sydney Metro Board's strategic direction and intention for Sydney Metro over the forthcoming three years. It demonstrates alignment of NSW Government and Transport cluster strategies and plans into a single strategic vision for the business.

Our Corporate Plan helps us convey to the public and our stakeholders how we intend to work towards achieving the NSW Government's priorities and objectives; it outlines our focus areas, high-level budget, and measures of success.

Sydney Metro's corporate values



SAFETY & WELLBEING

We think 'safety' and act safely. We strive for a healthy work-life balance and extend our caring approach to each other, the environment and the community in which we work



INNOVATION

We are leading edge, creative and forward thinking. We deliver sustainable and innovative solutions. We are committed to our continual improvement delivering effective outcomes



COLLABORATION

We create positive relationships – proactively solving problems and achieving with each other, our customers, stakeholders and partners



EXCELLENCE

We take pride in being customer centric. We are efficient and adaptable and make timely, risk-informed decisions. Together, we aim for excellence in delivery and a sustainable future



INTEGRITY

We listen and act with integrity, respect decisions and opinions of others and promote mutual respect and trust



ACHIEVEMENT

We support each other to meet priorities, delivering outcomes for our customers and stakeholders. We are accountable, adaptable and always ready to take ownership

Our plan at a glance

NSW Government vision: Future Transport Strategy 2056, Transport's 10 Year Blueprint

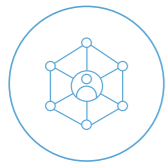
Our vision

Transforming Sydney with a world-class metro.

Our mission

To deliver Sydney a connected metro service; providing more choice to customers and opportunities for our communities now and in the future.

Transport's blueprint primary outcomes



Connecting our customers' whole lives



Successful places



Transport systems and solutions that enable economic activity



Thriving people doing meaningful work

Our strategic objectives



Delivery commitments

We will deliver high quality Metro infrastructure and places – safely, on time and on budget.



Successful engagement

We will collaborate with our communities and our partners to drive sustainable, city-shaping transformation.



Operational excellence

We will work with partners, keeping customers at the centre of everything we do, to deliver a world-class, integrated Metro.



Financial responsibility

Our financial and commercial focus will drive value for money outcomes, and overall business success.



Organisational capability

We will attract, nurture and develop a talented, diverse and innovative workforce who are enabled by fit-for-purpose systems and processes, and highly capable delivery partners.

Our areas of focus

Delivery commitments

Keeping our people, partners and customers safe

Realisation of benefits and successful place outcomes

Maturing our portfolio management practices

Successful engagement

Enhancing our profile

Forging strong relationships

Planning for future networks

Genuine collaboration

Operational excellence

Partnering for high performance

Activating our precincts

Assuring operational readiness of our second line

Enhancing the security of systems and stations

Financial responsibility

Stewarding of the investment in metro

Optimising opportunities during and post COVID-19

Ensuring financial control and compliance

Being an informed and active client

Managing our assets effectively

Organisational capability

Growing capabilities and careers

Working smarter

Servicing the needs of our business

Having a balanced appetite for risk and opportunities

Partnering to shape industry

Guided by our values



SAFETY & WELLBEING



COLLABORATION



INTEGRITY



INNOVATION



EXCELLENCE



ACHIEVEMENT

4.5 Our role and mandate

Sydney Metro is the NSW Government agency tasked with delivering a high-capacity, high-frequency metro network across the Greater Sydney region. Our role is to plan, build, operate and optimise metro services and create vibrant and attractive precincts and places, contributing to an integrated public transport network that focuses on customer and community outcomes.

We are an outcome-oriented organisation. We commit to providing easy, safe and reliable turn-up-and-go metro services, and deliver these customer-centric outcomes in a socially, financially and environmentally responsible way. We work together with partners and stakeholders to grow the public value of the State's investment, for the benefit of all.

Our legislative setting

Section 38A of the *Transport Administration Act 1988* (TAA) establishes Sydney Metro's statutory objectives, and provides the legislative mandate for our necessary functions in service delivery.

As a public transport operating agency, we also share the common objectives stipulated in the TAA, reinforcing that the customer is at the centre of everything we do.

In summary, our enabling legislation sets out the following intent for Sydney Metro, and provides for the necessary functions and legislative controls to achieve them:

- **Deliver safe and reliable metro passenger services.** This includes planning, building and operating services with our service concession partners.

- **Contribute to vibrant and attractive places.**

Sydney Metro is a place-maker. We work with communities and across government and industry to develop and evolve transit-oriented precincts, consistent with NSW Government's strategic and policy initiatives.

- **Be a successful and responsible business.**

We are stewards of an unprecedented infrastructure investment. We are required to undertake our corporate and customer-facing activities in a responsible and commercially astute manner.

As a NSW Government agency, we are subject to all standard legislative controls applicable to public authorities. Sydney Metro supports necessary legislative controls through policy, obligation registers, proactive audit and risk processes and routine monitoring of compliance.

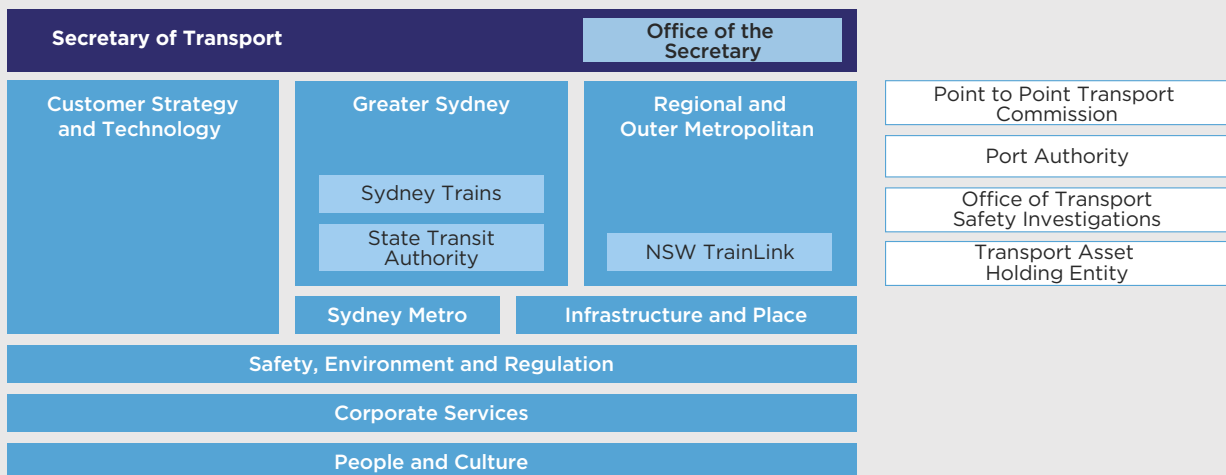
Our place in the Transport cluster

Sydney Metro operates within the general government sector. The organisation is administratively arranged within the Transport cluster as a division. The Transport cluster's principal agency is Transport for NSW.

We act in close partnership with our Transport cluster colleagues and the other operating agencies to collectively deliver an easy-to-use, integrated public transport service for NSW.

Transport for NSW has accountability for cluster-wide strategic planning and policy development, overall transport service integration, and multi-modal coordination of network disruptions.

The Transport model



4.6 Strategic alignment

We contribute to the broad social and economic benefits for our State, and strive to identify value-for-money opportunities that concurrently deliver against the objectives of relevant Australian, NSW and local government strategies, plans and priorities. These are outlined in the table below.

This overlay of future-oriented public plans sets a strategic framework focused on economic productivity, liveability and sustainability, and is supported by integrated land use and transport planning and development.

Amongst others, the key plans and strategies outlined in the table below, provide context to further understanding the future customer and expected social, environmental and economic benefits realised from the investment in Sydney Metro.

Tier of government	Plans and strategies	Key themes
Australian	'Australian Infrastructure Plan 2016' and 'Infrastructure Priority List'	<ul style="list-style-type: none"> Economic productivity Housing affordability and availability
	Western Sydney City Deal	<ul style="list-style-type: none"> Planned accommodation of growth Transport capacity and connectivity Environmental sustainability
NSW	Premier's Priorities	<ul style="list-style-type: none"> Economic productivity Housing affordability and availability
	'State Infrastructure Strategy 2018-2038'	<ul style="list-style-type: none"> Precinct and place-making Planned accommodation of growth
	'The Greater Sydney Region Plan - A Metropolis of Three Cities'	<ul style="list-style-type: none"> Financial sustainability Transport capacity and connectivity
	'Future Transport 2056' strategy	<ul style="list-style-type: none"> Environmental sustainability and resource security Embracing new technology
	'Connecting to the Future - Transport's 10 Year Blueprint'	<ul style="list-style-type: none"> Transforming data Working in partnership
Local	Council plans	<ul style="list-style-type: none"> Urban renewal Integrated land use planning Integrated transport planning



Connecting to the Future - Transport's 10 Year Blueprint

Transport's 10 Year Blueprint sets a medium-term course to deliver on the Future Transport 2056 strategy. The Blueprint guides the role we play in **connecting our customers'** whole lives, making **successful places** for communities, supporting a **strong economy** and quality of life for the people of NSW, and ensuring **our people** thrive doing meaningful work.



Customers

Connecting our customers' whole lives



Communities

Successful places



People of NSW

Transport systems and solutions that enable economic activity



People of Transport

Thriving people doing meaningful work

The table below demonstrates how our strategic objectives support the achievement of Transport's 10 Year Blueprint outcomes.

Sydney Metro strategic objectives	Connecting to the Future - Transport's 10 Year Blueprint			
	Connecting our customers' whole lives	Successful places	Transport systems and solutions that enable economic activity	Thriving people doing meaningful work
Delivery commitments	●	●	●	
Successful engagement		●	●	●
Operational excellence	●	●		●
Financial responsibility			●	
Organisational capability			●	●

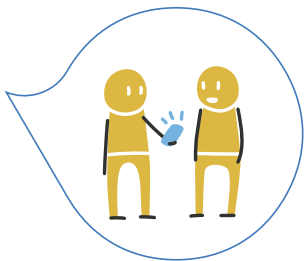


Future Transport 2056

The 'Future Transport 2056' strategy is a 40-year roadmap that outlines a vision, strategic direction and customer-centred outcomes, with infrastructure and services plans underpinning the delivery of the strategy across NSW.

The strategy foreshadows the introduction of high-capacity mass-transit corridors up to 2056. It envisages a future in which Sydney Metro will play a central role in delivering mass transit 'turn-up-and-go' services. The 'turn-up-and-go' network is identified as key to achieving the 30-minute cities vision – providing 30-minute access for customers to their nearest metropolitan or strategic centre by public transport, walking or cycling, seven days a week.

Future Transport's strategic vision is built on the following six principles:



1. Customer focused

Customer experiences are seamless, interactive and personalised, supported by technology and data.



2. Successful places

The liveability, amenity and economic success of communities and places should be enhanced by transport.



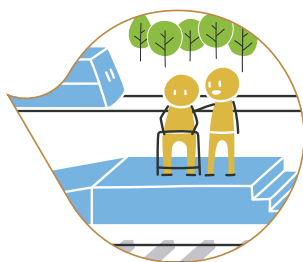
3. A strong economy

The transport system powers NSW's future \$1.3 trillion economy and enables economic activity across the state.



4. Safety and performance

Every customer should enjoy safe travel across a high performing, efficient network.



5. Accessible services

Transport should enable everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances.



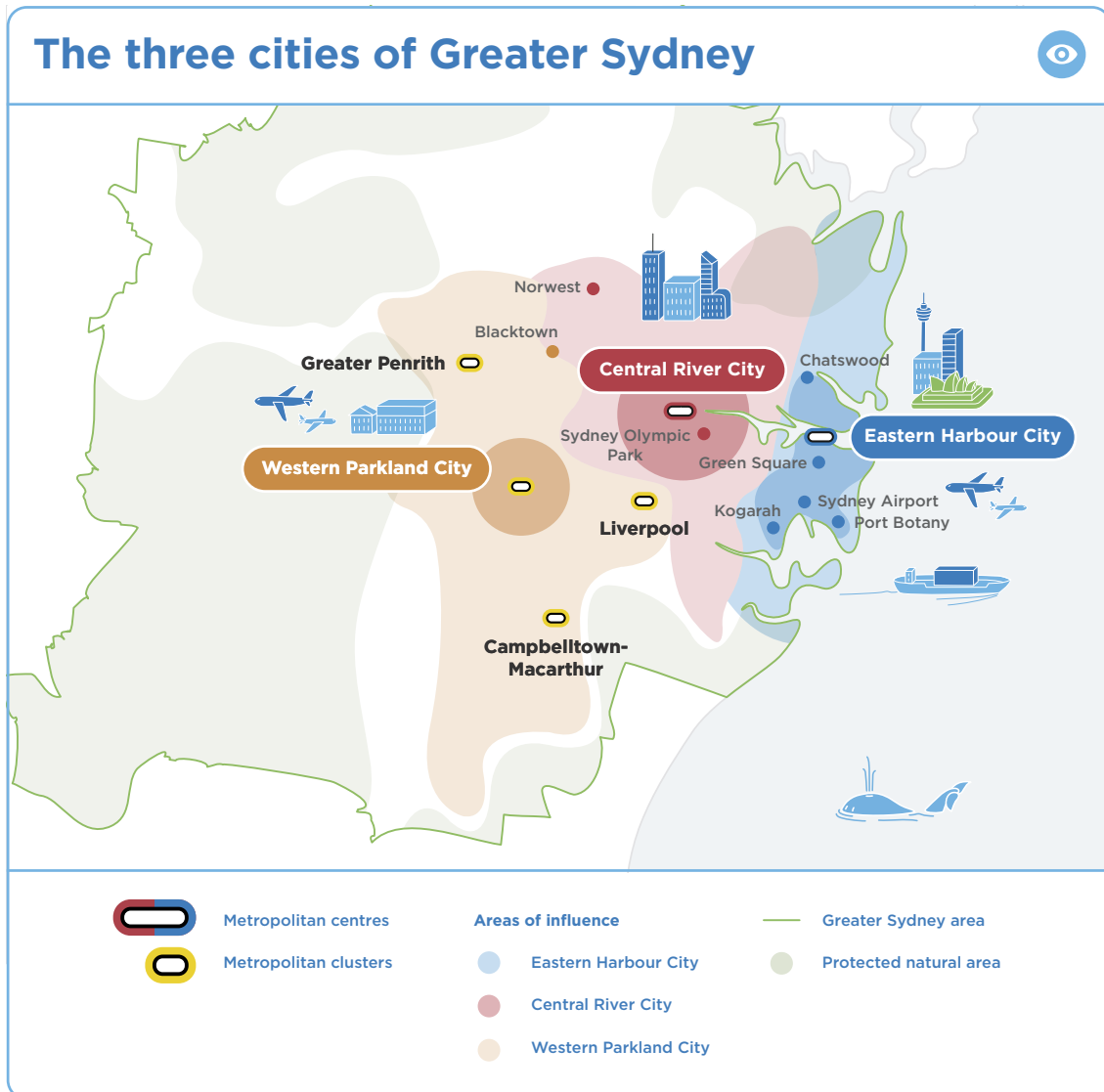
6. Sustainability

The transport system should be economically and environmentally sustainable, affordable for customers and support emissions reductions.



A Metropolis of Three Cities

The 'Greater Sydney Region Plan 'A Metropolis of Three Cities'', is built on a vision of three cities in Greater Sydney – the Western Parkland City, the Central River City and the Eastern Harbour City. The plan emphasises the importance of high-frequency, high-capacity, mass-transit solutions to support the realisation of its vision.



Future Transport Strategy 2056

The metro network in Sydney delivers the necessary step change in rail infrastructure to deliver the NSW Government's aim of 30-minute cities. By providing safe, fast, frequent, turn-up-and-go services, Sydney Metro will make our city an easier and quicker place to get around, and make destinations across the cities more accessible.



An artist's impression of the Airport Terminal Station - Sydney Metro Western Sydney Airport.

5. Our strategic objectives

Sydney Metro’s strategic objectives and key areas of focus set out in this Corporate Plan will ensure we continue to deliver for our customers, communities and our State, in our current operating environment.

Our strategic objectives have been developed by the Sydney Metro Board. They underpin the statutory objectives, describe the way we seek to fulfil our legislative mandate, and respond to the risks and opportunities in the near-term.

They provide a common framework for our people, our stakeholders and our delivery partners to understand the significance of Sydney Metro and priorities of the NSW Government’s investment and the services we deliver.

The following strategic objectives have been developed to provide focus for the day-to-day business activity of Sydney Metro for the forthcoming three-year period.

 <p>Delivery commitments</p>	 <p>Successful engagement</p>	 <p>Operational excellence</p>	 <p>Financial responsibility</p>	 <p>Organisational capability</p>
<p>We will deliver high quality Metro infrastructure and places – safely, on time and on budget.</p>	<p>We will collaborate with our communities and our partners to drive sustainable, city-shaping transformation.</p>	<p>We will work with partners, keeping customers at the centre of everything we do, to deliver a world-class, integrated metro.</p>	<p>Our financial and commercial focus will drive value-for-money outcomes, and overall business success.</p>	<p>We will attract, nurture and develop a talented, diverse and innovative workforce who are enabled by fit-for-purpose systems and processes, and highly capable delivery partners.</p>

5.1 Delivery commitments

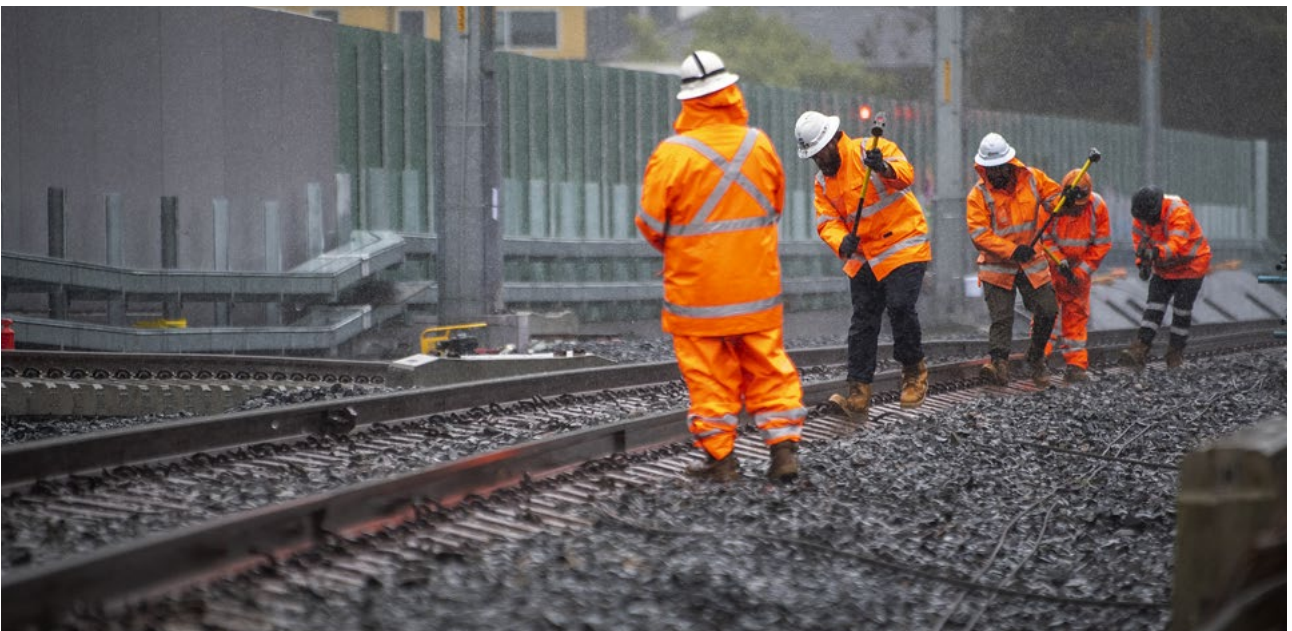
Sydney Metro continues to deliver an unprecedented infrastructure program, as envisaged in the 'Future Transport 2056' strategy. We do not take this responsibility lightly and will continue to deliver concurrent programs of work efficiently, achieve successful place outcomes and realise the benefits of the biggest urban rail investment in Australian history. Vital to our success is working in partnership with our delivery partners to achieve our vision and deliver on our commitments to Government and the public.

Health and safety remains one of our highest priorities at Sydney Metro. Through our 'Health and Safety Vision 2030', we remain committed to delivering and operating a world-class metro that keeps our people, partners and customers safe from serious injury or illness.

As we evolve and scale as an organisation, Sydney Metro will take a 'portfolio management' approach for infrastructure delivery, to maximise the effectiveness of meeting our delivery commitments. This approach will not only catalyse opportunities for improvement across Sydney Metro, it will also ensure that Sydney Metro can deliver a vision of consistent product and service outcomes, optimise people and resources, share knowledge, and standardise project management practices and support services for our portfolio of works - with a strong focus on safety, timeliness, affordability and quality.

Our strategic focus for 2022-2024 involves:

- **Keeping our people, partners and customers safe:** Across our projects and operations, work with industry to drive health and safety outcomes that keep our people and customers safe from serious injuries and illness.
- **Realisation of benefits and successful place outcomes:** Ensure benefits identified within business cases are realised and continue the design and creation of vibrant places around our stations for our projects in delivery and operations.
- **Maturing our portfolio management practices:** Maximise outcomes and drive efficiencies in infrastructure delivery through:
 - supporting Sydney Metro City & Southwest, Sydney Metro West, and Sydney Metro - Western Sydney Airport in delivery phase, with a strong focus on budget and environmental compliance
 - continually improving, sharing learnings, managing our knowledge and gaining insights from operations and global peers to inform our projects
 - refining systems, processes and procedures to effectively support the scale of our portfolio management approach.



Track cutting works between Artarmon and Chatswood stations.

What we will do	Measuring our success
<ul style="list-style-type: none"> • Develop and embed a framework that strengthens health and safety leadership capability across our business, day-to-day operations and industry. • Implement standardised processes that improve health and safety in design, and optimise the methods applied to measure health and safety performance. • Continue the integration of stations and precincts along the Metro North West Line corridor. • Implement strong interface management to minimise impacts and end-to-end journey disruption across transport networks and the community. • Work with our partners and government stakeholders on strategic assessments, and place strategies for specific stations along the Sydney Metro West and Sydney Metro – Western Sydney Airport alignments. • Drive innovative outcomes with our people and supply chain and continue to uplift our lessons management practices – to capture experiences and knowledge within our business and across project life-cycles. • Manage all design changes to support the needs of our projects and future operations, and ensure benefits identified will be realised. 	<ul style="list-style-type: none"> • All major contracts include health and safety leadership performance requirements and are verified through audit and assurance processes. • Health and safety performance parameters defined, managed and measured across each phase of our project life-cycles, including safety in design. • Milestones achieved. • Performance within capital budget limits. • Progression of place strategies and achievement of gross floor area and dwelling targets. • Development of new incident and compliance management systems, compliance with relevant environmental law – including conditions of planning approval. • Growth and management of an in-depth and informative body of knowledge.

In focus: Catalysing transport and place-making benefits



An artist's impression of Victoria Cross Station.

Sydney Metro is a key infrastructure program within the NSW Government's infrastructure investment. We play an important role in supporting both economic and social outcomes for the State, which will define urban amenity across Greater Sydney for generations to come. Sydney Metro provides a range of high-value benefits to Greater Sydney and NSW, including the following.

Transport benefits: providing a step change in the capacity and customer experience of Sydney's public transport network:

- strengthening connections and access across Sydney's global economic corridor
- providing dedicated turn-up-and-go services
- delivering more trains, more often along key corridors and interchanges with the wider transport network
- delivering a significant increase in rail capacity through the Sydney central business district (CBD) and to Parramatta
- strengthening Sydney's public transport system by creating a stand-alone metro rail network that takes the pressure off existing transport options

- providing a low-pollution, low-carbon transport service.

Place-making and city-building benefits:

supporting the most urbanised area in Australia through increasing connectivity, which in turn increases economic productivity and land use efficiency:

- increasing employment opportunities for workers within the corridor
- creating a catalyst for more choice in housing – including affordable and accessible housing
- providing savings and efficiencies in infrastructure provision through infill developments
- improving social equity through improved travel times and highly accessible services.



Community engagement event for Sydney Metro West.

5.2 Successful engagement

As the footprint of our delivery portfolio grows and as we move towards managing two operational lines, purposeful relationships and genuine engagement with our stakeholders on multiple levels will continue to be critical for the long-term success of Sydney Metro.

Successful engagement is essential to deliver customer-centred service and design outcomes, as well as activated precincts and places which work for local communities, both now and in the future. This is a fundamental objective that enables us to focus on developing and nurturing the relationships of our government agency partners and is essential to consider when engaging with the communities in which we operate.

Delivering sustainable infrastructure and driving socio-economic and environmental outcomes are hallmarks to how we deliver and operate our railway, and are intrinsically linked to our organisational profile. Benefits realised from our approach to delivering sustainable outcomes form an integral part of Sydney Metro's values and objectives and are part of our compelling vision.

Effective engagement and communication with our industry and delivery partners is essential to drive collaborative and effective relationships to achieve government outcomes and our long-term vision.

We will continue to develop, encourage and foster collaboration, capability and capacity – through early, regular and transparent engagement with our industry and delivery partners during streamlined procurement processes. We remain committed to initiatives with our delivery partners designed to optimise commercial outcomes, including an innovative approach to collaboration and contractor performance management.

Our strategic focus for 2022–2024 involves:

- **Enhancing our profile:** Communicate a compelling vision for Sydney Metro.
- **Forging strong relationships:** Strengthen relationships with existing and new stakeholders and with the community.
- **Planning future networks:** Plan and integrate future world-class metro networks.
- **Genuine collaboration:** Collaborate with our market, industry partners and suppliers, facilitating optimal outcomes to finalise the delivery of Sydney Metro City & Southwest and the procurement and delivery of Sydney Metro West and Sydney Metro – Western Sydney Airport.



Wonder Day at Chullora Public School.

What we will do	Measuring our success
<ul style="list-style-type: none"> • Develop community engagement and awareness initiatives to support our projects in delivery – minimising disruption during construction across all our projects and the transport network. • Ready the community for the commencement of operations from Chatswood to Bankstown. • Participate in future metro rail prioritisation initiatives with our Transport cluster partners, to support future growth in the public transport network and position Sydney Metro as a feasible and affordable service solution for enabling end-to-end customer journeys. • Safeguard and inform new requirements to enable extensions and interchange with future rail lines – including engineering, design, planning and place-making. • Align with the ‘NSW Government’s Action plan: 10-point commitment to the construction industry’ and contribute to the achievement of ‘Transport for NSW Aboriginal Participation Strategy 2021’ to support commercial, procurement and industry participation commitments. Achieve this by: <ul style="list-style-type: none"> • leadership in and proactive engagement with the Construction Leadership Group (CLG), Infrastructure NSW and related forums • regular communication, publication and promotion of a transparent pipeline of our major package procurements • standardisation of our procurement methodologies to embed efficiencies and reduce the cost of bidding • integration, implementation and monitoring of performance against the ‘NSW Government Action Plan: Construction Industry 10 Point Plan’ • driving greater participation by Aboriginal people and businesses in our goods, services and infrastructure project supply chain. • Deliver climate resilient networks, develop a net-zero emissions pathway and measure progress toward achieving net-zero emissions. • Pursue the realisation of the social, economic and environmental benefits of our projects – and the positive effect this has on the progress of NSW’s productivity, economy and communities. 	<ul style="list-style-type: none"> • Net positive sentiment towards Sydney Metro of at least 70 per cent, through surveys and community engagement. • Our pipeline of major construction procurement is communicated with the market, with regular and consistent market engagement and periodic publication of updates to our major construction pipeline. • Proactive monitoring of progress and implementation of our commitment to the ‘NSW Government Action Plan: Construction Industry 10 Point Plan’. • Minimum of 1.5 per cent eligible spend towards Aboriginal participation for contracts over \$7.5 million. • Target of 1 per cent of addressable spend with Aboriginal businesses. • Net-zero emissions pathway identified and a minimum 100 per cent of operational electricity emissions and 25 per cent construction electricity emissions offset. • Completion of all key sustainability initiatives targeted by mid-2024. • On-track progression of social and economic benefits, as established in relevant business cases.

In focus: Delivering on our commitments



Northern Concourse at Central Station.

Central Station is a key transport hub in the NSW transport network. The NSW Government is developing a vision and plan for the Central Station precinct, and Sydney Metro has a role to play – by delivering a fully-accessible underground metro station and Central Walk, within the existing Central Station precinct.

As part of the biggest upgrade to Sydney’s busiest railway station in decades, two new underground metro platforms are being built, as well as the landmark Central Walk underground concourse, which will make it easier for customers to connect between light rail, suburban and inter-city trains, the new Sydney Metro and buses.

Central Walk is the start of Central’s renewal, bringing new entrances and simpler interchanges that will make life easier for customers. It is expected to be open to customers in 2022 while Sydney Metro construction continues – with metro rail services extending from Chatswood through the city and beyond to Bankstown in 2024.

5.3 Operational excellence

Excelling in operations hinges not only on delivering integrated metro services to a world-class standard, but also in working collaboratively to plan future metro corridors. Our high-frequency turn-up-and-go service will continue to be designed, delivered and operated around the needs of our customers and communities. Vital to the metro service offer is the development of activated and vibrant precincts and places that surround our stations, which further enhances the customer experience of our operations.

We remain committed to delivering multi-modal integration of transport services and we will continue to be data-driven to gain a deeper understanding of the needs of our current and future customers. Understanding what our customer's value in terms of mobility means we need to be prepared to innovate and shift will be demand and expectations.

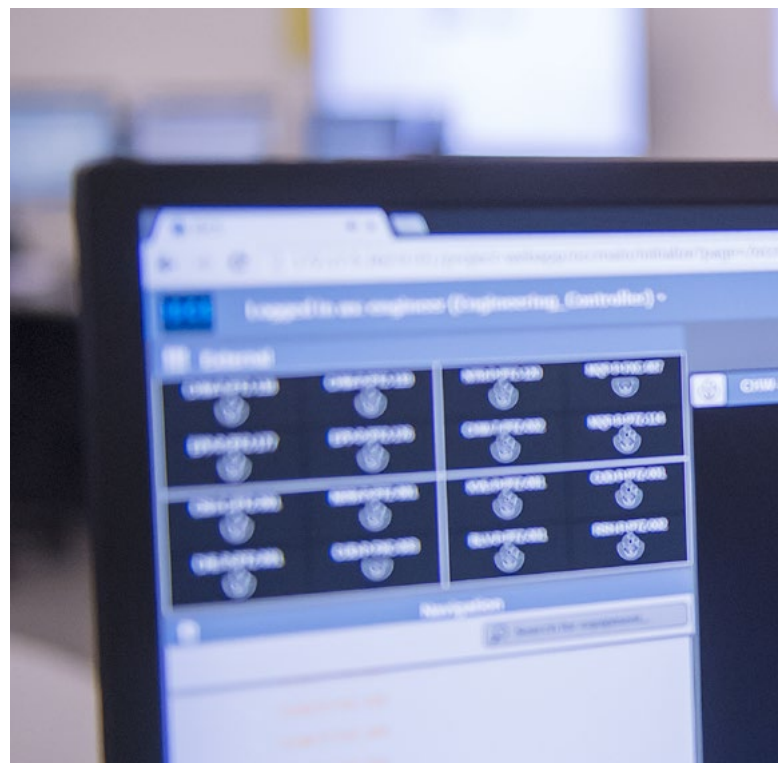
Readying ourselves, our partners and the community for commencement of passenger services on the Sydney Metro City & Southwest line is paramount for Sydney Metro over the next three years.

As our network expands over the coming years, we remain guardians of our customer outcomes by working closely with our operating partner to maintain a level of high performance, comparable to other metro operators around the world. Our unique role means we will constantly strive for excellence to achieve world-class results in customer satisfaction, and in the safety and security of our systems, stations and day-to-day operation of the network.

Doing this successfully relies on our continued diligence and commitment to learn lessons from the Metro North West Line, the Transport cluster and industry. We will feed this knowledge, not only into the design of the metro product but also to support transitioning from delivery into operation for all future projects.

Our strategic focus for 2022-2024 involves:

- **Partnering for high performance:** Achieve all operational performance targets and maintain high levels of customer service, with positive customer, government and local community sentiment.
- **Activating our precincts:** Achieve timely and vibrant activation of our precincts, in line with our vision for integrated transport and land use.
- **Assuring operational readiness of our second line:** Achieve successful transition of Sydney Metro City & Southwest from delivery into operation.
- **Enhancing the security of systems and stations:** Safeguard the physical and cyber security of our networks.

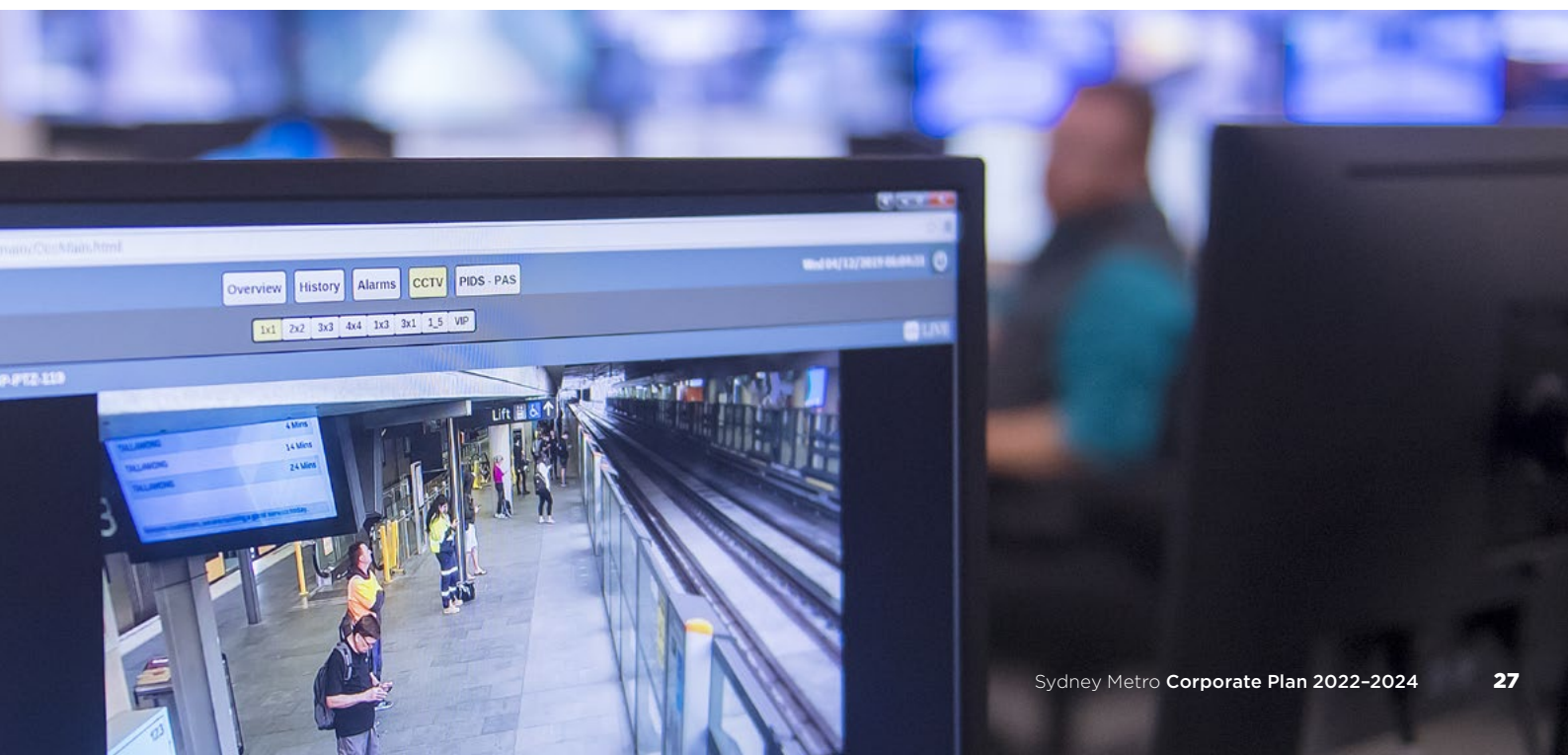


What we will do	Measuring our success
<ul style="list-style-type: none"> • Remain committed to delivering high-performance services and designing precincts that satisfy the needs of our customers – in terms of reliability, convenience, comfort, safety, security and seamless travel. • With our partners and cluster stakeholders, maximise data to learn more about our customers’ travel patterns and preferences, in order to improve the performance of our network and enhance the door-to-door customer journey. • Establish a multi-phased plan to ensure transition from delivery to operation of the Metro City & Southwest Line and integration with the Metro North West Line. • Attract and retain tenants within our precincts and places along the Metro North West Line. • Design with safety and security in mind – to protect our customers and the integrity of our network, including stations and corridors. • Work with our partners to implement our Security Assurance Framework. • Implement effective cyber operational technology initiatives to increase operational resilience. 	<p>Operational performance:</p> <ul style="list-style-type: none"> • Average annual patronage growth of at least 2 per cent.¹ • Service frequency reliability of at least 98 per cent. • Net positive customer sentiment of at least 90 per cent, measured through regular surveys. • Management of crime and vandalism on the Sydney Metro network, and at metro-enabled precincts and places. • Realisation of precinct commercial opportunities², with regard to full retail tenancy rates for the Metro North West Line and completion of Sydney Metro City & Southwest retail space, in line with Integrated Station Development and other contracts. • Operational Readiness Framework developed and robust commercial plans and contractual arrangements in place. • Annual completion of Security Assurance Framework with our partners. • Achieve an improvement in the target maturity level of the TfNSW Cyber Attestation Score. • Development of security standards and technical specifications.

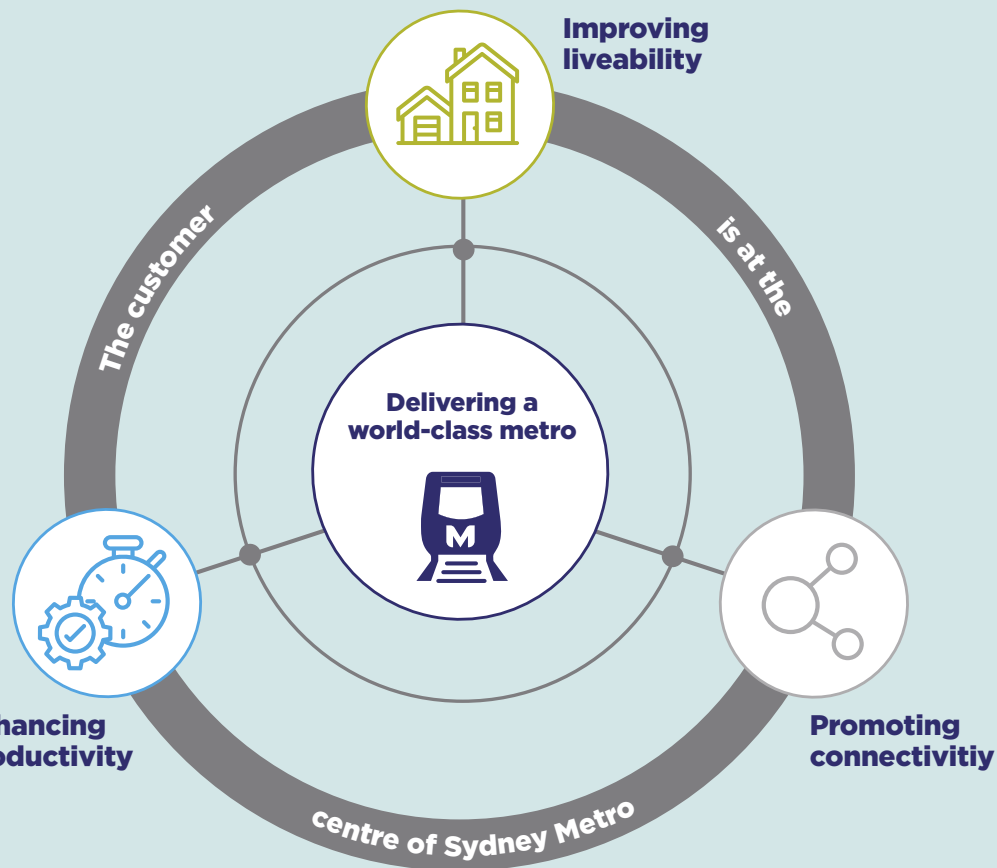
¹Initial growth dependant on COVID-19 recovery and continued easing of restrictions.

²Per Operations, Trains and Systems Project Deed, Schedule 9 (Section 6).

Expert train controllers work in a state-of-the-art Operations Control Centre at Tallawong.



In focus: Keeping the customer at the centre



At Sydney Metro, we define our customers as the communities that live around our stations during construction and everyone who interacts with our precincts, stations, staff and service. The design and delivery of Sydney Metro is centred on the customer – their needs and behaviours, and their jobs to be done.

We are driven to deliver the best possible experiences and outcomes for our customers. We actively engage our customers early and often, to deeply understand their needs and expectations. We use these insights to shape everything we deliver or enable for our customers.

Sydney Metro is committed to connecting our customers' whole lives. We aim to deliver an easy customer experience by designing a seamlessly integrated service, where the stations, trains, and connections into and out of the precincts are considered together as an end-to-end journey. Designing an easy experience informs every part of our planning of projects, services and places.



An artist's impression of Victoria Cross Station.

5.4 Financial responsibility

Sydney Metro has stewardship for delivering a program of works worth more than \$50 billion. Over the coming three years, we will continue to upscale our delivery and operations at a rapid pace. As our portfolio of work progresses through its life-cycles and as more metro lines open, accountability for invested public funds and delivering value-for-money outcomes will remain critical.

We are to remain proactively apprised of shifting market and construction sector conditions. Our commercial acumen, coupled with appropriate and effective financial controls and compliance, enables us to operate within our means and successfully deliver sustainable projects for the NSW Government that provide great customer and community outcomes.

Sydney Metro is an informed and active client. We are committed to continually enhancing our relationship with, and understanding of, industry and delivery partners. Our approach to supplier relationship management is focussed on optimising this value through a portfolio-wide strategic lens to improve commercial outcomes. This will be underpinned by monitoring and measuring market conditions, our risk appetite, our exposure and the industry's risk appetite. We further recognise the value that our organisation can bring to existing and future commercial relationships, to optimise our commercial outcomes over the mid-to-long-term.

In response to the COVID-19 pandemic, we will continue to work with Transport for NSW and partners to restore and grow patronage and investigate opportunities for growing other revenue sources, within the framework of a NSW public sector agency.

We strive for consistent and well-supported controls that preserve the integrity of our budget, costs and business against fraud, corruption, and risk. Strong budget and cost management, resourcing and business planning will further optimise the value and benefits driven from our business-wide activities.

We will have a continuing focus on efficient and comprehensive 'whole-of-life' asset management practices, for the growing asset base. We will embed a consistent 'optimal whole-of-life' culture across the organisation to serve a growing asset base – including fixed infrastructure, fleet, plant, Information Communication and Technology and property. We will achieve this through robust standards, principles and processes that will enable us to control and improve the end-to-end asset lifecycle.

Our strategic focus for 2022-2024 involves:

- **Stewarding the investment in metro:** Manage project capital budgets.
- **Optimising opportunities during and post COVID-19:** Deliver farebox and other revenue growth.
- **Ensuring financial control and compliance:** Drive financial control and compliance with laws, regulations and government requirements through effective governance, policies, systems and processes.
- **Being an informed and active client:** Drive value-for-money through initiatives that optimise collaboration and commercial outcomes with our industry and delivery partners.
- **Managing our assets effectively:** Manage our property and operational asset base from a commercially prudent, whole-of-life perspective.

What we will do	Measuring our success
<ul style="list-style-type: none"> • Ensure effective and efficient budget management. • Optimise budgeting and business planning processes and enabling technology. • Pursue value-for-money initiatives that support revenue growth in a COVID-19 environment. • Generate greater participation of mid-tier contractors by improving opportunity, capability and capacity. • Monitor, measure and manage market conditions, capacity, financial exposure and risk appetite throughout our commercial lifecycle. • Actively seek and secure value sharing and revenue generation opportunities. • Develop and operationalise robust standards – including total expenditure (TOTEX) planning and Asset Management System standards. 	<ul style="list-style-type: none"> • Degree of corporate management costs relative to annual expenditure. • Regular reviews of all project finances, costs and risks with a quarterly review of the quantitative risk assessments. • Revenues from farebox and developing other commercial opportunities equal to at least 35 per cent of operational costs. • Depth and competitiveness across industry sector partners with Sydney Metro, measured through the number of large, mid-tier and local tender participants, increase in capability and capacity. • Value sharing for metro projects embedded in infrastructure contributions reforms and governance arrangements for infrastructure projects. • Maintenance of construction procurement accreditation. • Annual asset management attestation.



Sydney Metro Industry briefing.

In focus: Our approach to sustainability

 Demonstrate leadership	Deliver a world-class metro that is environmentally and socially conscious; share knowledge and demonstrate innovation in sustainability
 Tackle climate change	Integrate a comprehensive climate change response, and drive excellence in low carbon solutions
 Manage resources efficiently	Achieve whole-of-life value through efficient use and management of resources
 Drive supply chain best practice	Collaborate with key stakeholders to drive a lasting legacy in workforce development, industry participation and sustainable procurement
 Value community and customers	Respond to community and customer needs, promote heritage, liveable places and wellbeing for current and future generations
 Respect the environment	Minimise impacts and take opportunities to provide environmental improvements

Six guiding principles which set the direction for how we approach sustainability as set out in Sydney Metro's 'Sustainability Framework'.

For Sydney Metro, 'sustainability' means planning, building and operating a metro system for current and future generations, which optimises environmental, social and economic outcomes. This view of sustainability has been refined through the proven experience of delivering and operating Sydney's first fully automated metro system, the Metro North West Line.

Our holistic approach to sustainability (environmental, social and economic) reflects our strategic objectives, which exist to sharpen our focus as a successful and outcomes-oriented business.

Guided by our 'Environment and Sustainability Statement of Commitment', our 'Sustainability Framework' and other Transport cluster drivers, our aim is to embed sustainability considerations into the work that we do to support the development, delivery and operation of projects. This mindset, our principles and our commitment to sustainable outcomes is a vital and valuable contribution to the achievement of Sydney Metro's strategic objectives and vision to transform Sydney with a world-class metro.

5.5 Organisational capability

Sydney Metro has evolved significantly, with one metro line now in operation and three lines in delivery. By the end of the decade there will be four metro lines in operation across Sydney. Sydney Metro will meet the growth of our delivery portfolio and operations with the appropriate organisational capacity and capability – with a deliberate focus on our people and their wellbeing, and our technology, systems and processes.

Safety and wellbeing is a core value and Sydney Metro is committed to creating and maintaining a healthy and safe work environment. We believe that today's people are central to tomorrow's outcomes. Our long-term goal for Sydney Metro focusses on creating an environment where our people feel cared for. Our health and wellbeing plan enables access to the supports that people need to maintain and improve their own mental, physical, social health and wellbeing, and support the wellbeing of their colleagues.

We are part of the Transport cluster and we are aligned with values, core principles and committed to the outcomes of Transport's 10-Year Blueprint. To deliver on our commitments to Transport and the expectations of the NSW Government, we must attract and retain capable team members and delivery partners, embrace inclusivity and diversity outcomes, and remain committed to growing industry capacity.

At an enterprise level, we will uplift our technology, systems and approach to support strategic workforce planning, resource management and team mobility. Our workforce is the key to our success and we will remain flexible and agile as we work to identify and achieve common purposes and objectives.

By virtue of the NSW Government's investment, we also have an opportunity to positively influence the broader workforce development of our State. In conjunction with the NSW Government and industry partners, we will be looking to appropriately support and lead initiatives that build overall capacity and capability. We have available a number of unique mechanisms to develop and promote greater workforce capability, including contractual mechanisms and consultative advisory groups with construction leaders. Our partnerships and legacy of Sydney Metro will inspire future talent and increase the industry talent pool. Training and access to once-in-a-lifetime opportunities will facilitate technical development across specialist disciplines.

Our strategic focus for 2022–2024 involves:

- **Growing capabilities and careers:** Support the growth of our business, the wellbeing of our people and build a high-performing, engaged and diverse workforce.
- **Working smarter:** Continuously improve our systems, services, processes and procedures to realise efficiencies and enhance affordability and fit-for-purpose business solutions.
- **Servicing the needs of our business:** Enable our portfolio management approach and responsiveness to evolving requirements.
- **Having a balanced appetite for risk and opportunities:** Understand and balance our risk and maximise sustainable opportunities to attract capable delivery partners while driving value-for-money and delivering long-term customer outcomes.
- **Partnering to shape industry:** Contribute to the achievement of the 'NSW Government's Action Plan: 10-point commitment to the construction industry' through innovative and robust capability development plans that respond to industry trends and demands.

What we will do	Measuring our success
<ul style="list-style-type: none"> • Continue to focus on health and wellbeing initiatives. • Build workforce capability and career development foundations to support our requirements and our peoples' needs – including strengthening our leadership, culture and engagement. • Implement a talent sourcing plan to support workforce growth requirements and successful delivery of projects in a competitive resource market. • Drive a coordinated response to increase industry capability and capacity in the construction industry. • Continue to contribute to the NSW Premier's Priority of a world-class public service and drive public sector diversity by increasing the number of women in senior leadership roles, Aboriginal employees and employees with disability. • Improve our data, insights and performance reporting capability. • Implement and align enterprise-wide risk models and operationalise controls assurance plans. • Implement digital solutions that support end-to-end resource management processes, on-boarding new team members and governance across all resource types. • Successful delivery of our 'Information Technology Strategy 2021–25'. 	<p>Health, wellbeing, diversity and inclusion:</p> <ul style="list-style-type: none"> • Achievement of planned health and wellbeing deliverables, including 100 per cent completion rate of psycho-social risk assessments for each project group and division on an annual basis. • 2.3 per cent of Aboriginal and Torres Strait Islander representation across the total workforce by the 2021–22 financial year, with a longer term representation target of 3 per cent Aboriginal employees by 2025. • 2.5 per cent of roles held by people with disability by the 2021–22 financial year, with a longer term representation target of 5.6 per cent employees with disability by 2025. • 36.5 per cent of women in senior leadership roles by the 2021–22 financial year, with a longer-term representation target of 40 per cent women in leadership roles by 2025. <p>Employee engagement and workforce management:</p> <ul style="list-style-type: none"> • Maintain year-on-year performance of People Matters Employee Survey (PMES), achieving 75 per cent engagement. • Delivery of People and Culture Plan to program milestones. • Recruitment-time-to-start benchmark of 87 days. • Implementation of enterprise level resource planning tool and change control governance established to manage workforce requirements and reporting. <p>Commitment to the construction industry:</p> <ul style="list-style-type: none"> • At least 20 per cent of total labour force being 'learning workers' (apprentices, trainees or workers updating qualifications). • At least 20 per cent of relevant trades positions in projects to be apprentices. • At least 2.5 per cent women in trade-related work. • At least 8 per cent of the total project workforce aged less than 25 years. • At least 20 per cent of the workforce from the local area relative to the project alignment. • At least 1.5 per cent Aboriginal workforce and supply chain participation for contracts over \$7.5 million.

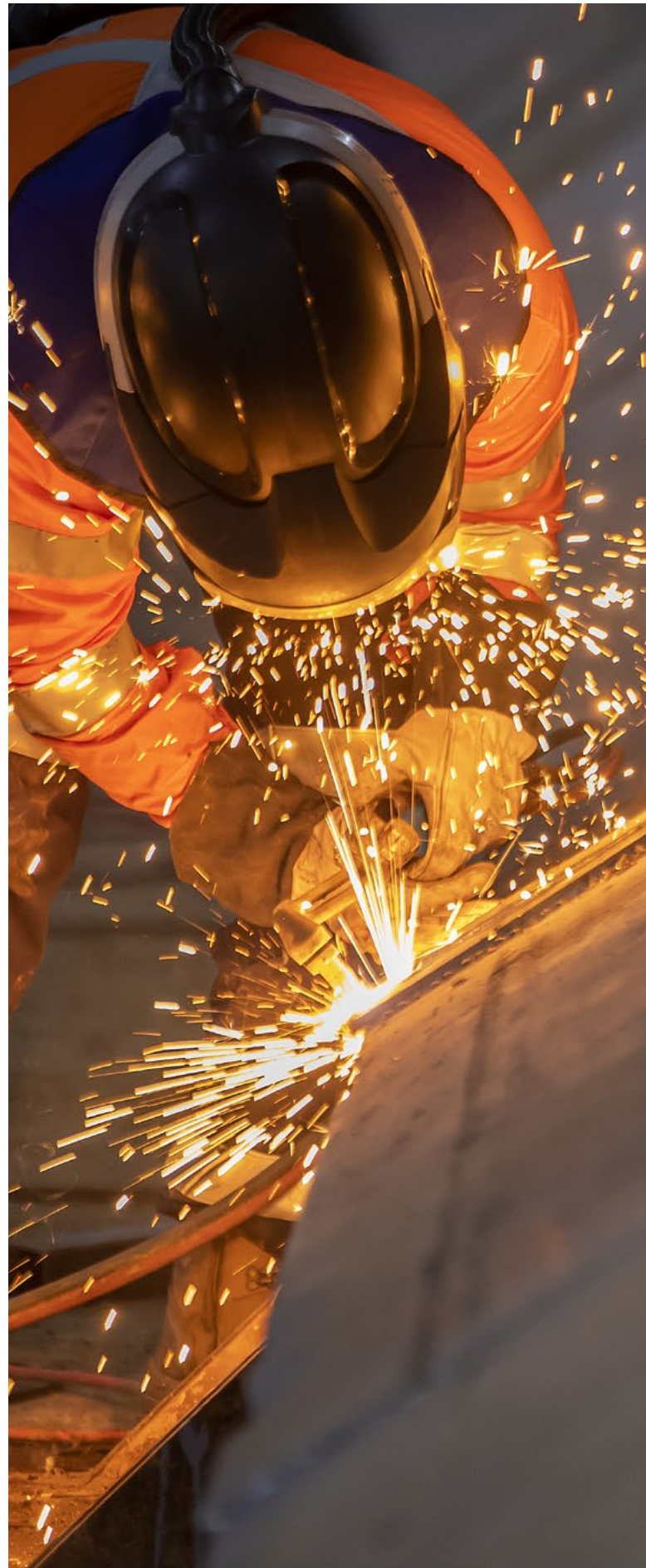
5.6 Measuring our success

Our strategic objectives set the overall context for our day-to-day activities and help us identify ways we can do things better. Key initiatives and success measures detailed in this Corporate Plan are not representative of the full remit of functions and scope of day-to-day business activity required to operate the organisation.

Sydney Metro uses a threefold approach to setting targets for measuring our commercial and non-commercial activities:

- Where there is reliable, quantifiable, and comparative information available, we set specific performance targets and requirements.
- Where the aforementioned information is not available, but where we have appropriate expertise to guide our business, we establish project plans with set review points, and develop nominal targets with a view to achieving them.
- Where there is insufficient information to set specific targets, or where activities are extended or require time to embed, we monitor business performance data and establish a suitable body of information to report on health, progress and set benchmarks in the future.

Sydney Metro will continue to track progress of committed activities against measures of success for our strategic objectives and any risks are managed with mitigations and controls.



Work on the first of two metro railway tunnels deep under Sydney Harbour.

6. Our Board and Executive

6.1 The Board

Sydney Metro is an agency within Transport cluster that is strategically guided by a Board which provide directions, advice and guidance to the Chief Executive. The Board governs Sydney Metro by setting the strategic direction, making key decisions and appointing a Chief Executive for the day-to-day running of the organisation.

All decisions relating to the functions of Sydney Metro are to be made by or under the authority of the Sydney Metro Board, although subject to directions of the Secretary or the Minister for Transport and Roads.

The Sydney Metro Board is established in accordance with section 38F, and *Schedule 2B of the Transport Administration Act 1988* (TAA).

The Board must have a minimum of three, and may have a maximum of eight, directors, consisting of at least three and not more than seven directors, appointed by the Minister. One additional director may be appointed by the Secretary of TfNSW. One of the Minister’s appointees is to be specifically appointed by the Minister to chair the Board.

The Board may appoint and dissolve standing ‘advisory’ committees in accordance with section 38J of the TAA. The Board may appoint committees as it sees fit; however, it must establish an Audit and Risk Committee so as to fulfil the relevant requirements of a NSW Treasury policy which applies to Sydney Metro (TPP15-03 Internal Audit and Risk Management Policy for the NSW Public Sector).



John Arthur
Chairman



Bob McKinnon



Gail Pemberton



Howard Collins



Louise Thurgood



John Barraclough



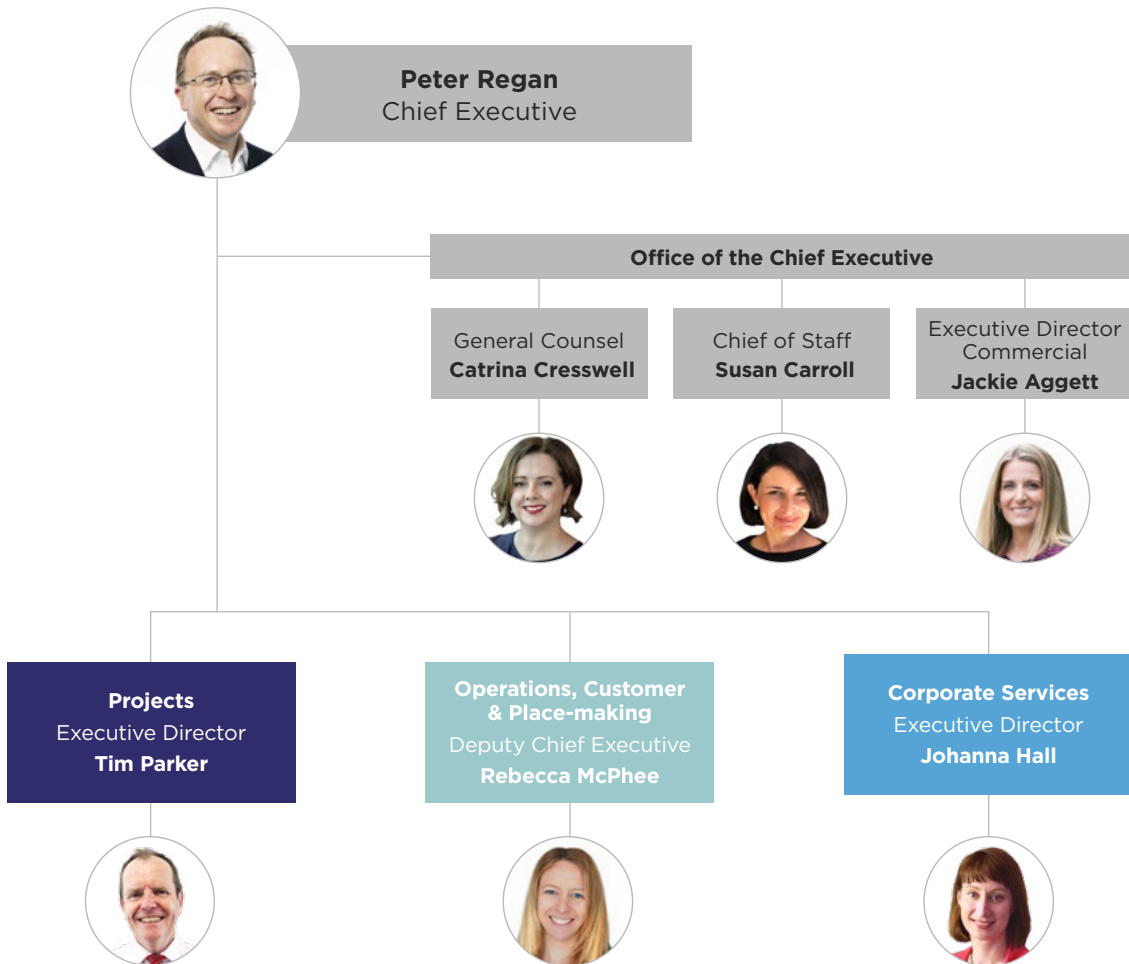
Theo Oakey

Sydney Board of Directors (July 2021).

6.2 Chief Executive and senior leadership

Under the TAA, the Chief Executive is 'employed in the Transport Service'; and the Board exercises the 'employer functions' of the NSW Government in relation to the Chief Executive. In practical effect, the Board is the appointer and employer of the Chief Executive. Under section 38I(2) of the TAA, the Chief Executive is responsible for the day-to-day management of the affairs of Sydney Metro subject to the specific policies and general directions (decisions) of the Sydney Metro Board. The Chief Executive may only exercise this responsibility to the extent that he or she is authorised by the Board.

Our Chief Executive is supported by a Senior Leadership Team which leads functional portfolios. The team also forms part of a wider of Senior Leadership Group. This group consists primarily of direct reports to the Executive, who collaboratively navigate the risks and opportunities, share insights and monitor performance against the key focus areas of the business.



Sydney Metro Executive structure (June 2021).



Bella Vista Station, Metro North West Line.

7. Reporting and disclosure

We will track our activities and progress towards our Corporate Plan's strategic objectives, and key focus areas, embedding accountability and oversight of its delivery and fulfilment within all levels of our organisation.

All government agencies have statutory obligations to report and disclose their activities as required (noting Cabinet and commercial sensitivities), and to provide annual reports and annual updates to our Corporate Plan. Sydney Metro operates in accordance with these obligations.

Further information of our activities is available at [sydneymetro.info](https://www.sydneymetro.info).

The **NSW eTenders** website lists details of key commercial procurement documents, such as tenders and contract summaries of our projects.

As a NSW Government agency, we are subject to the *Government Information (Public Access) Act 2009* (GIPA Act) and the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

Members of the public can call, connect via Facebook or complete the enquiry form on our website [sydneymetro.info](https://www.sydneymetro.info).

We also have a 24/7 Community Information Line for project enquiries:

- Metro North West Line
1800 019 989
- Sydney Metro City & Southwest
1800 171 386
- Sydney Metro West
1800 612 173
- Sydney Metro – Western Sydney Airport
1800 717 703.

Translating and Interpreting Service

If you require the services of an interpreter, please contact the **Translating and Interpreting Service on 131 450** and ask them to call **Sydney Metro** on one of the four telephone numbers above. The interpreter will then assist you with translation.



Hills Showground Station, Metro North West Line.

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